

# The Choice

## FROM THE DIRECTOR

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**Ralph Watson,  
Executive Director**

I hope you enjoy this edition of *The Choice*. Our goal is to provide information on a quarterly basis about Hamilton County Community Corrections and the many programs and services that we offer. In the process, we also hope to share with you additional topics that you may find of interest. In this edition, I would like to take the opportunity to introduce our agency.

Hamilton County Community Corrections was created by county ordinance in the summer of 1989 and began operation approximately six months later with an initial mission to provide a variety of community-based sentencing options to the local judicial system. Oversight of the Department is the responsibility of the Executive

Director who reports to a 19-member Advisory Board that includes many community stakeholders. The Board is statutorily responsible for the formulation, implementation, and coordination of the local community corrections plan.

In July of 2009, the Department moved from the facility it had occupied since 1994 into a modern community corrections center. The new facility enabled us to increase the capacity of our existing programs as well as implement additional programs and services that would further benefit the local criminal justice system and the community.

We currently operate five community-based program components that serve adolescent and adult offenders, the largest of which is a 200-bed residential facility. In this component, we house adult male and female offenders that are released to attend work and participate in a multitude of programs that assist in their rehabilitation. Our additional components include electronic monitoring for adults and adolescents, a day reporting program for adult offenders, and a pre-trial reporting program for those accused of an offense and awaiting further court action.

All of the above intensive supervision program components also include a multitude of educational and treatment services in which the individuals participate, so as to enhance their rehabilitation effort. Each program component will be individually featured in an upcoming edition of *The Choice*.

You may be asking yourself at this point why one would use community-based alternatives. There is strong research to show that the use of these alternatives with the appropriate offenders is not only cost-effective and provides for public safety, but leads to a greater chance of reducing recidivism than traditional incarceration. You will find more information in this edition about the cost-effectiveness of these programs, and future editions will explore the research on recidivism reduction.

I hope that you find *The Choice* beneficial, and we would welcome your comments. You can also access additional information about our Department on the website address appearing on the last page. Once there, go to the tab marked "Departments" and select "Community Corrections."

*"There is strong research to show that the use of [community based] alternatives...leads to a greater chance of reducing recidivism than traditional incarceration."*



## Current Events

### Accreditation

The Accreditation Group continues its development of policy and procedures in accordance with American Correctional Association Guidelines.

### Professional Development

The Professional Development Group's first priority was scheduling all 2010 trainings and developing a full training calendar. They also put together a training survey to identify staff wants and needs. In the future, they hope to revise the way policy and procedures are taught. They also plan to identify mental health needs among program participants and train staff according to those specific needs.

### Program Group

The Program Group divided into four subcommittees to address each objective in the coming year. They hope to implement an in-house AA meeting that will

be held at multiple times to accommodate the participants' work schedules. Advisory Board member Bill Cech volunteered to facilitate the meetings.

The Group is also working towards securing grant funds to purchase bus passes, Goodwill vouchers, and prepaid phones for participants who are considered indigent.

The Program Group is in the process of revising rewards and sanctions. A survey was distributed to residential program participants, and the responses will be included when the Group performs its upcoming annual review and revision of the EM and Residential Handbooks and Contracts.

### Public Relations

The Public Relations Group has been hard at work assembling both internal and external newsletters. In addition, several members underwent website training and have made a number

of revisions to update the website. The Group is also gearing up to take part in several college career days this Spring.

### Staff Development

The Staff Development Group has been extremely busy since the Strategic Planning Session: arranging a snack pitch-in for Veteran's Day, dinner for all LUCs working the holidays, collecting snacks and sweets for the residents and donations to help local families in need, hosting a retirement party, setting up a night of fun watching the Indiana Ice hockey team, and even providing treats each month to celebrate staff birthdays! The Group recently sponsored a food drive to benefit the Third Phase Food Pantry, and nearly 400 items were donated!

## Upcoming Events



*Primary Elections  
are May 4th.  
Don't forget  
to vote!*

### May

4—Primary Election Holiday  
6—Advisory Board, noon  
9—Mother's Day  
11—PR Meeting, 11am  
12—Staff Dev. Meeting, 1pm;  
Program Mtg., 2:30pm  
24—Prof. Development, 11am  
25—Lunch n' Learn, noon  
31—Memorial Day Holiday

### June

1—PR Meeting, 11am  
3—Advisory Board, noon  
10—Staff Dev. Mtg., 1pm;  
Program Mtg., 2:30pm  
14—Flag Day  
20—Father's Day  
22—Lunch n' Learn, noon  
28—Prof. Development, 11am



### July

1—Advisory Board, noon  
5—July 4th Holiday  
6—PR Meeting, 11am  
8—Staff Dev. Mtg., 1pm  
14—Program Mtg., 2:30pm  
26—Prof. Development, 11am  
27—Lunch n' Learn, noon



**Advisory Board Member,  
Eric Juarez**

## BOARD MEMBER HIGHLIGHT

**Eric Juarez** formally joined the HCCC Advisory Board in January 2009 after serving as proxy for Madonna Wagoner for several months. Currently the Assistant Director of the Probation Department, Eric was hired right out of college in August 1986 and has

been an invaluable member of the Probation team since then!

A graduate of Ball State University, Eric resides in Fishers with his wife, Jennifer, and two daughters.

In addition to his outstanding work at the Probation Department, Eric is a volunteer driver

for Meals on Wheels, teaches Sunday School, and works part-time at the local YMCA.

Eric anticipates that HCCC's greatest challenge over the next five years will be dealing with the anticipated growth of our programs and participant populations.



**Field Services Coordinator,  
Brad Smith**

## EMPLOYEE SPOTLIGHT

### **Brad Smith**

Brad Smith, a Field Services Coordinator, joined HCCC on June 29, 2009 as one of over thirty hires for the new building.

After graduating from Indiana State University in 2005 with a degree in Criminology and a minor in Marketing, Brad worked full-time in sales and then full-time in Criminal Investigations. A resident of Noblesville, he was born and grew up in Royal Center, Indiana. He maintains close ties with his parents who still reside in the area and a sister in Lafayette.

Brad spends as much time as possible in the outdoors where he enjoys kayaking, mountain biking, fishing, and hunting. Brad states that working

at Community Corrections has "quickly become more than just a job. What we do here is a valuable service to the community and to our clients. That dedication is reflected every day by the conversations and attitudes that all of my fellow co-workers convey." He believes that Community Corrections will "continue to be at the top of the industry and a model for the rest of the United States for many years to come."

### **Joe Miller**

Joe Miller, a Living Unit Coordinator, also joined HCCC on June 29, 2009 as one of the new hires. Joe graduated from Ball State University in May 2009 with a bachelors degree in Criminal Justice and

minors in Political Science and Business Administration.

A resident of Indianapolis, Joe is currently single but enjoys a close relationship with his mother, three siblings, and three nieces.

Joe enjoys spending time with friends and recently kicked his worst habit—smoking!

Joe would like to grow his career at HCCC as it expands and continues to be one of the nation's top criminal justice facilities. He looks forward to possibly transitioning into the position of Field Services Coordinator or Case Manager over time in order to provide even greater assistance to participants as they reintegrate into society.



**Living Unit Coordinator,  
Joe Miller**

## 2009—2010 STRATEGIC PLANNING

Hamilton County Community Corrections (HCCC) staff and Advisory Board Members attend annual planning sessions each October. The 2009 session was facilitated by Al & Chad Long of Power Ventures and titled “Ramp It Up!” in honor of our move to the new building and a new method of delivering services.

The Longs reviewed Gostick & Elton’s book, The Carrot Principle. Characteristics of a “Carrot Culture” include: goal setting, communication, trust, and accountability. They discussed four factors critical to the success of our efforts to “Ramp It Up!”: information, intelligence, skill, and attitude.

Session attendees spent the afternoon developing the 2009-2010 Strategic Plan. This Plan is the guiding force behind the procedures and programs at HCCC and directly influences the day-to-day operations of Community Corrections. The goals and objectives of the new Plan are as follows:

**We believe in providing a balanced approach for participants, encouraging positive change for re-integration.**

We will review/expand rewards and sanctions options using a participant survey by March 2010.

We will implement family/parenting-oriented programming, utilizing the resources available, by February 2010.

We will identify and develop positive relationships by establishing mentoring programs and measuring peer interactions by Oct. 2010.

We will develop an ongoing job program with (A) on-line job search and applications, (B) improving employability, and (C) application/resume review by June 2010.

**We believe in developing and maintaining versatile, caring, and well-educated staff.**

We will survey staff to define relevant mental health training needs in respect to program participants & develop training by July 2010.

We will develop an ECMS monthly practice group for currently-trained staff by March 2010.

We will review staff and program participant surveys and utilize the results to tailor professional development needs by July 2010.

We will define professional development as well as create a list of professional development opportunities by January 2010.

The professional development schedule is to be completed by January 2010.

**We believe to continually improve we must effectively assess all aspects of our organization.**

We will implement a new staff assessment tool by April 2010.

We will conduct an accreditation mock audit of the residential program by October 2010.

We will conduct an assessment of field services coordinator safety by March 2010.

We will initiate a recidivism study by February 2010.

We will implement CPAI recommendations by June 2010.

**We believe to effectively serve our stakeholders we will be an organization based on values and high moral character.**

We will organize quarterly staff social outings and monthly birthday pitch-ins by January 2010.

We will expand the participant holiday events and enhance the program participant success storyboard starting January 2010.

We will establish a bi-annual team building activity for staff by January 2010.

We will establish a weekly motivational email focusing on a character trait for all staff beginning November 2009.

We will organize a quarterly charity event or community service event for staff by January 2010.

**We believe in an effective and comprehensive public relations and communication program.**

We will create and distribute a quarterly department newsletter beginning March 2010.

We will create and maintain a quarterly press release, including a year in review, beginning July 2010.

We will update and maintain the HCCC website beginning March 2010 and continue on an ongoing basis.

We will host an employment/college fair at HCCC by April 2010.

We will organize and implement an information session for local government offices and schools by September 2010.

2009—2010 Group Leaders are:

Accreditation—Stephanie Ruggles

Professional Development—Susan Hawes

Program—Shannon Harshman

Public Relations—Brad Smith

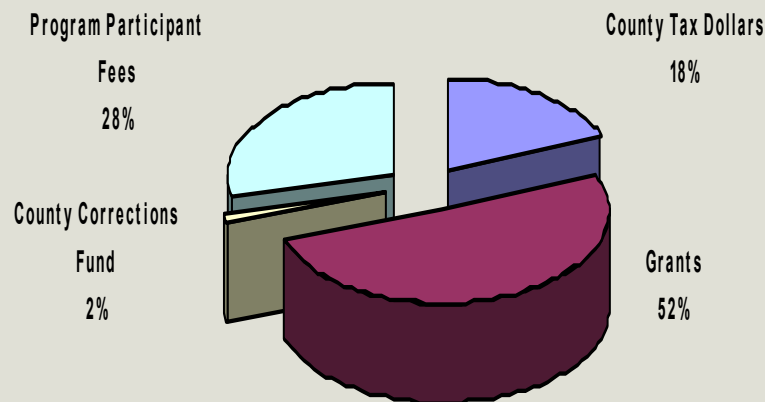
Quality Assurance—Ralph Watson

Staff Development—Heather Eagan

## Community Corrections Funding

Hamilton County Community Corrections receives funding from four distinct sources, and this greatly assists in limiting the fiscal impact for local taxpayers. The charts below provide a framework of our funding. Note that only 18% of the 2008-09 budget is funded from the County General Fund which includes local tax receipts. We do receive a grant from the Indiana Department of Correction that currently provides in excess of 50% of our funding. We apply for this grant on an annual basis, having done so since 1990, and the annual award is based upon program outcomes from the previous grant periods as well as anticipated future outcomes. The remainder of our funding is obtained from fees charged to the program participants (28%) and a second state funding source, the County Corrections Fund (2%). In future newsletter editions, we plan to provide additional information as to the cost of the individual program components and how they compare to more traditional forms of incarceration.

County Tax Dollars	\$829,725.04	18%
Grants	\$2,341,954.00	52%
County Corrections Fund	\$90,966.51	2%
Program Participant Fees	\$1,288,397.61	28%
<b>Total</b>	<b>\$4,551,043.16</b>	<b>100%</b>



*"I can now be a productive, respected, and trustworthy member of Hamilton County."*  
- Residential Program Participant

## Making a Difference...

"HCCC [residential program] staff and programs are designed to encourage and promote [the] growth and healing [of] the program participants. My experience thus far has been a positive one. I have experienced first-hand the caring and encouraging words of the Living [Unit] Coordinators, Case Managers, and Field Officers. All have went the extra mile for me in times of need after I put forth the effort and requested help.

After years of addiction, I learned that people can forgive and show respect once I learned to forgive myself and show others the respect they deserve.

After experiencing many forms of incarceration and the harsh words entailed in this, being a participant versus an inmate feels amazing.

I can now be a productive, respected, and trustworthy member of Hamilton County. With the encouragement of HCCC, I can understand words such as these, 'A loud voice cannot compete with a clear voice, even if it's a whisper.'

Thank you for this opportunity of growth and knowledge."

-A Program Participant

## Changing Lives—one class at a time

At HCCC, we are committed to evidence-based education that develops skills, drives behavioral change, and has a lasting effect to help our program participants become productive members of society. We support the following classes:

- ☐ Employment Skills
- ☐ Financial Management
- ☐ GED Education
- ☐ IOP Drug & Alcohol Treatment
- ☐ Thinking for a Change
- ☐ W.A.I.T.

**Thinking for a Change** is an integrated cognitive behavioral change program. The principles taught are reinforced by staff members and are an integral part of our operational philosophy. The class meets twice per week for 12 weeks. Cognitive restructuring concepts are introduced and emphasized. Once the concepts are learned, problem-solving techniques can be taught. The class has been facilitated by staff members from HCCC and the Probation Department.

**W.A.I.T.**, Washington Aggression Interruption Training, is a cognitive behavioral, multi-model curriculum comprised of three interdependent components: Structured Learning Training, Anger Control Training, and Moral Reasoning. This training seeks to assist individuals in recognizing precursors to their own threatening and physically aggressive behavior, to consider possible consequences, and to take control of their situation with positive actions. This class has been facilitated by several HCCC staff members.

HCCC will hold over 40 classes during 2010 to help program participants make changes in their lives. Please continue to support them in those changes and encourage them to complete the classes they start!

A **graduation ceremony** was held on March 18th in which at least 140 individuals were recognized, some completing multiple classes. A big accomplishment was having our first-ever **IOP class** graduating with 14 program participants! Substance abuse is such a large part of the offenders' life issues that the in-house class, taught by Proactive Resources, is a very important part of our programming. Instructor Stephen Shields, a retired soldier from the U.S. Army, brings a lot of life experience and a little military toughness that is sometimes necessary to effectively reach this group.

**Hamilton County  
Community  
Corrections**

Where change is a choice and  
accountability is a guarantee.

[www.hamiltoncounty.in.gov](http://www.hamiltoncounty.in.gov)

### ***Vision Statement***

We will be leaders in the supervision of our program participants while maintaining community safety, as well as utilizing proven programs and developing innovative programs to promote their future as productive members of society.

### ***Mission Statement***

We provide cost-effective, community-based alternatives to incarceration by providing intensive supervision and treatment-focused programs to encourage positive change in participants. These programs and supervision hold the offender responsible and accountable, without compromising the safety of the community or the community corrections' staff.